



ACADEMIC AND STUDENT AFFAIRS COMMITTEE

NOVEMBER 20, 2013

10:00 A.M.

MCCORMICK ROOM

30 7TH STREET EAST

SAINT PAUL, MN

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

- Update on the Itasca Workforce Alignment Group

Academic and Student Affairs Committee

Margaret Anderson Kelliher, Chair

Louise Sundin, Vice Chair

Duane Benson

Cheryl Dickson

Dawn Erlandson

Alfredo Oliveira

Maria Peluso

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: November 20, 2013

Title: Update on the Itasca Workforce Alignment Group

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The Itasca Workforce Alignment Task Force is a cross-sector partnership composed of large and small employers, public and private institutions of higher education, government and community organizations--all with a vested interest in workforce issues. We have chosen to begin working to achieve our mission by focusing on improving “workforce alignment” or the alignment between what students and job seekers are learning in post-secondary education and what employers need in the Minnesota economy.

Over the last 10 months, we have interviewed, surveyed, and worked directly with well over 500 Minnesota workforce stakeholders. An update on what stakeholders shared and how their comments have shaped the pilot phase of the effort.

Scheduled Presenter(s):

Scott Peterson, Executive Vice President and Chief Human Resources Officer, The Schwan Food Company & Co-chair of the Itasca Project Workforce Alignment Team

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

INFORMATION ITEM

UPDATE ON THE ITASCA WORKFORCE ALIGNMENT GROUP

INTRODUCTION:

The Itasca Workforce Alignment team, chaired by Chancellor Rosenstone and Scott Peterson (Schwan's) is charged with ensuring that the human capital available in Minnesota readily meets the foundational and technical skills needed by employers in today's economy and in the years ahead. This group has completed a robust stakeholder needs assessment, reaching over 500 stakeholders including employers, academic leaders, career counselors, workforce developers, foundations and others. The group identified seven core needs that, if met, would lead to a more effective human capital pipeline from higher education to employment. The team is in the process of developing and launching pilots to bring new tools to employers and higher education to address the needs identified by stakeholders.

BACKGROUND:

The Itasca Project is an employer-led alliance drawn together by an interest in new and better ways to address regional issues that impact our future economic competitiveness and quality of life in the Twin Cities area. Its 60-plus participants are primarily private-sector CEOs, public-sector leaders, and the leaders of major foundations based in the Twin Cities region.

The Itasca Project's priorities are:

- Generate high quality job growth
- Improve our region's education system
- Advance a comprehensive and aligned transportation system
- Reduce socioeconomic disparities

The Itasca Project convened a higher education task force with the objective to identify strategies that should be implemented for higher education in Minnesota to drive long-term, sustainable economic growth and prosperity. The task force was chaired by Greg Page (Cargill) and included Chancellor Rosenstone, President Kaler (University of Minnesota), and President Rosenberg (Macalester College), as well as additional private sector CEOs. The task force was also supported by an advisory group of 40+ community leaders who provided guidance and counsel.

The task force made the collective investment in this project because they believed that ensuring an accessible and highly effective education system is critical for our state. The task force reviewed statistics and studies, considered many ideas, and aligned around four strategic priorities to drive long-term prosperity:

1. Align academic offerings with workforce needs
2. Foster an ecosystem of research and innovation
3. Form new collaborations across higher ed. to optimize system-wide intellectual assets and efficiency
4. Graduate more students

Additional details on the four strategies can be found in the white paper released in July 2012, titled: *Higher Education Partnerships for Prosperity*. Implementation teams were launched against three of the four strategies.

ITASCA *project*

Workforce Alignment

Presentation to the:

Minnesota State Colleges and Universities

Board of Trustees, Academic and Student Affairs Committee

November 20, 2013

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Contents

- 1 Introduce the Workforce Alignment effort
- 2 Share what we've learned so far & what we have planned for the next 6 months
- 3 Share the future of effort

Over the last few years, there has been a lot said about the “skills gap” and challenges facing MN workforce



“By 2020, 74% of Minnesota jobs will require post-secondary education”¹



“By 2020 there will be a global shortfall of 85 million high- and middle-skilled workers”²



Other countries are “surpassing the U.S. in post-secondary educational attainment among 25-34 year olds by up to 40%”³



“Almost 40% of employers say a lack of skills is the main reason for entry-level vacancies”⁴



“Only half of youth believe that their post-secondary studies improved their employment opportunities”⁴



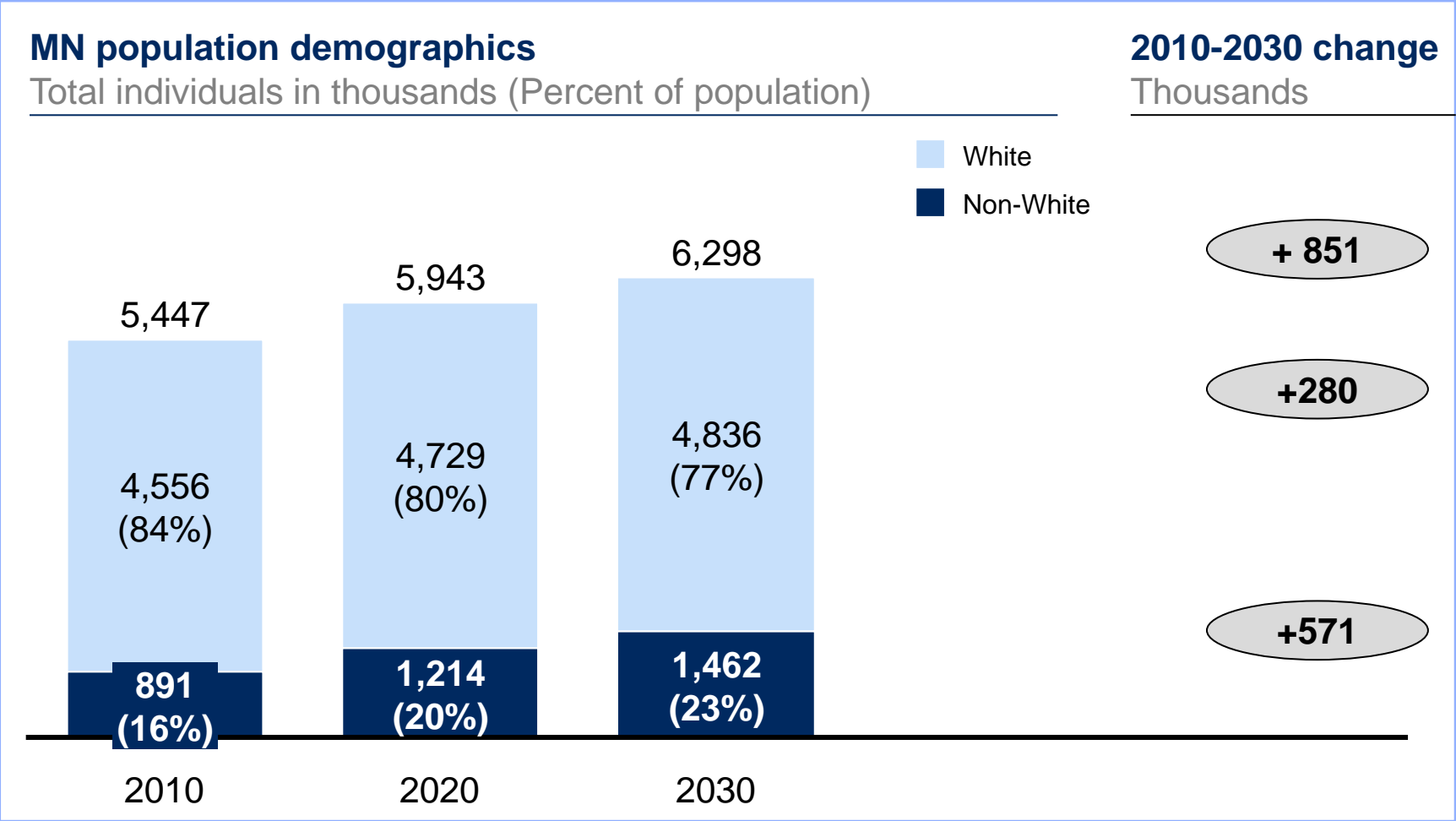
Growing populations have been historically under-represented in higher education and just over half of Minnesota’s students of color graduate high school on time⁵

We have a growing need for an educated workforce – 74% of all Minnesota jobs in 2020 will require some form of a post-secondary degree

	2010	2020
Minnesota employment	2,788,500	3,200,550
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Total job openings (2010 – 2020)		1,065,000
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Openings that will need to be filled with employees with post-secondary credentials		778,000
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Openings that will need to be filled with employees with baccalaureate degrees		406,000

Source: Total job openings, employment and openings requiring post-secondary credentials and baccalaureate based on Minnesota projections from A. P. Carnevale, et. al., Recovery: Job Growth and Educational Requirements Through 2020. Georgetown University Center on Education and the Workforce, 2013.

Population demographics are expected to change significantly in the coming years with nearly 70% of the growth coming from people of color



What it will take to meet Minnesota's future workforce needs?

■ Focus of Workforce Alignment team



More students are better prepared for and pursue post-secondary education, especially those that have been underserved in the past by higher education



More students pursue post-secondary academic programs that align their interests with high demand, high growth jobs



We have the right number of academic programs turning out the right number of graduates with the right capabilities needed to meet Minnesota's future workforce needs



More students complete post-secondary certificates and degrees and do so in a more timely fashion



More incumbent (and displaced) workers have opportunities to continuously update their skills to remain at the leading edge of their professions

The Workforce Alignment Team is made of leaders from the employer, higher education, foundation, government, & nonprofit sectors



WYOMING MACHINE

Minnesota STATE COLLEGES & UNIVERSITIES



Minnesota Hospital Association



TARGET




Greater Twin Cities United Way



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Over the last few months, we've been gathering insight into what stakeholders need to enable workforce alignment

 = Phase 1 Focus



500+
stakeholders
have been
involved in this
effort so far

- 90+ Employers
- 155+ Academic Leaders
- 34+ Workforce Developers
- 225+ Career Counselors
- 20+ Foundations
- 60+ Government & Others



We have gained some valuable insights from stakeholders about workforce alignment...

NOT EXHAUSTIVE

Employers...

- ...have frequently been asked about their needs – **they want to see things change**
- ...want the advice they give to reach all schools – **they prefer not to repeat themselves**
- ...could use help **matching their needs to graduates**
- ...think the time they invest with schools could be used more effectively (**more data**, debate, etc.)
- ...have the most trouble finding candidates with **specific experience or technical skills**
- ...**don't typically forecast their talent needs** more than 12 months in advance for non-exec roles



Academic leaders...

- ...are motivated to meet the needs of employers, but have **been frustrated by missing or hard to understand labor market data** & the inability to gather insight from a representative employer group
- ...truly value their employer advisory committees, but would like to **find a way to make meetings more strategic and data driven** while staying more engaged with employers between meetings
- ...need employer feedback to **ensure they are teaching the right content**, but often struggle to get representative employers and/or roles in the room long enough to understand what's needed
- ...effectively **operate like entrepreneurs**, investing hundreds of thousands of dollars to launch new “products” (courses) without certainty that students will show up or employers will hire graduates



Career counselors...

- ...are the best ways to **get career info out** to large numbers of students and job seekers
- ...come from many different orgs **servicing different clients** (K-12, higher ed, WFC's, ABE, etc.)
- ...are typically **severely under-resourced** and consumed with “non-counseling” activities
- ...wish they could offer their students and/or job seekers **better insight into real-time job data**



We are striving to improve workforce alignment by helping Minnesota workforce stakeholders answer some of their most pressing questions

NOT EXHAUSTIVE

As an **Academic Leader**, what curriculum changes do I need to make to meet the current and future needs of the employers and students in our area?

As an **Employer**, how can I ensure that I can meet my current & future talent needs?

As a **Student or Job Seeker**, how do I ensure that I am well positioned to find a job that I enjoy & that pays the bills?

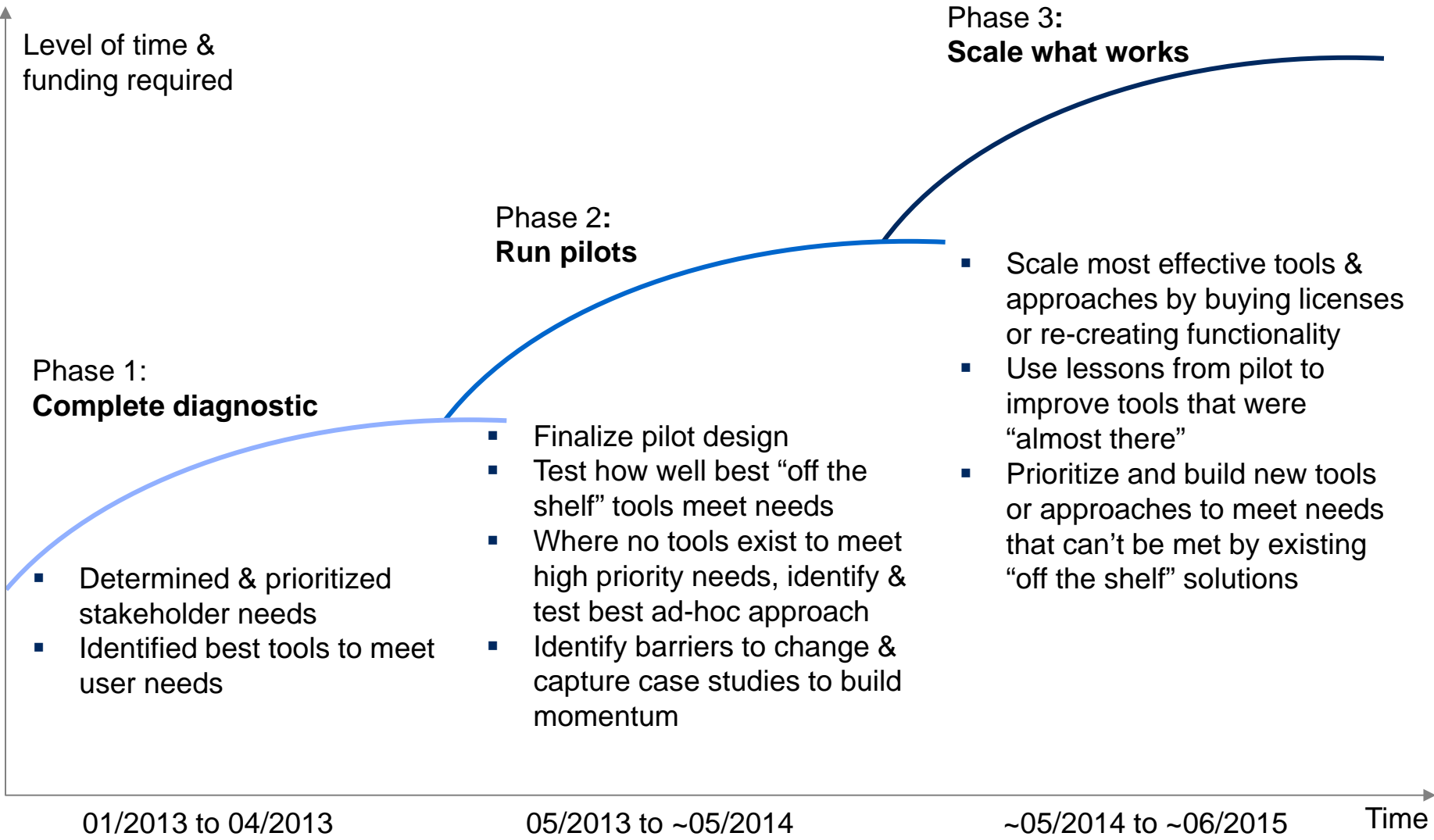


As a **Funder**, which investments will have the greatest impact on my priorities (Reducing disparity, reducing unemployment, increasing growth, etc.)?

As an **Economic Developer**, how can I promote economic growth and reduce unemployment?

As a **Career Advisor or Workforce Developer**, how can I ensure my clients have what they need to make fully informed decisions that meet their personal & financial needs?

...so we decided to use a pilot approach to determine which needs can be met by existing tools and which needs require new tools or approaches



Several schools & some employers have expressed interest in participating in the pilots, but we are still working to make sure a diverse set of employers and academic institutions are heard throughout this process

	 Academic planning process pilot	 Career planning process pilot	 Curriculum alignment process pilot	 Employer advisory process pilot
Targeted decisions	Which courses or programs academic leaders will choose to start, stop, scale up, or scale down	What careers and educational opportunities students and/or job seekers choose to pursue	What changes academic leaders make to existing courses to better prepare graduates with the capabilities in demand	What institutions employers choose to partner with and what decisions those institutions make based on employer guidance
Challenges to address in pilots	Academic leaders need better information & feedback in order to adapt more quickly	Career counselors need tools for helping job seekers understand the labor market & their options	Employers & academic leaders need faster, more scalable ways to work together on curriculum	Stakeholders want advisory meetings to be more data-driven & strategic with more ongoing engagement
Have indicated interest		 <ul style="list-style-type: none"> Several MN Workforce Centers 	 <ul style="list-style-type: none"> Minnesota Transportation Center 	

Let's take this to a specific example in the IT space to show how some of these tools can better inform discussions between employers and academic institutions and lead to better decision making ...

Assume you are a mid-sized employer that is often asked to provide guidance to academic institutions

Situation # 1

You have been asked to join the employer advisory committee of a local institution to help them improve the quality of their IT-related programs

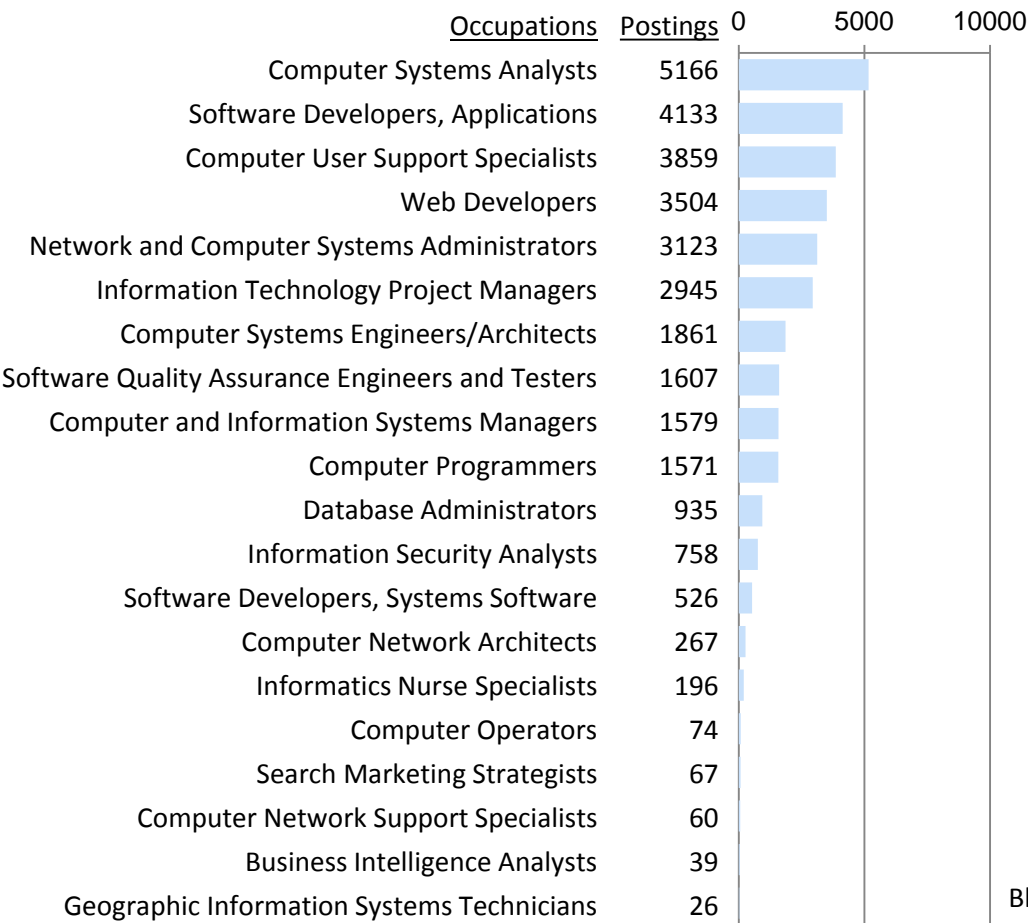
The day before the meeting they tell you that they would like to hear from you what IT-related jobs are in demand

You can either share your opinion based on what you've heard from HR & from your peers or...

...you could discuss data listing the top 20 IT-related jobs with the most job postings over the last 4 months & the employers listing those jobs

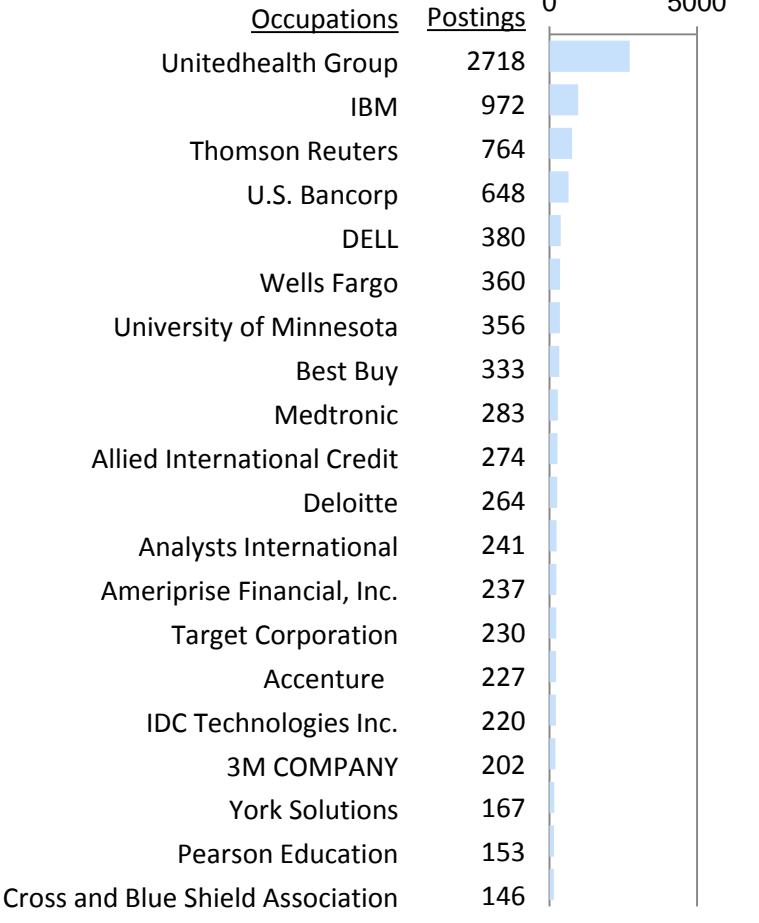
Top 20 IT-related jobs w/ most postings over the last 4 months

of unique online job postings per occupation between 7/6/2013 and 11/3/2013 in MN



Top 20 employers with IT-related postings over the last 4 mo.

of unique online job postings per employer (7/5 and 11/3/2013)



Situation # 2

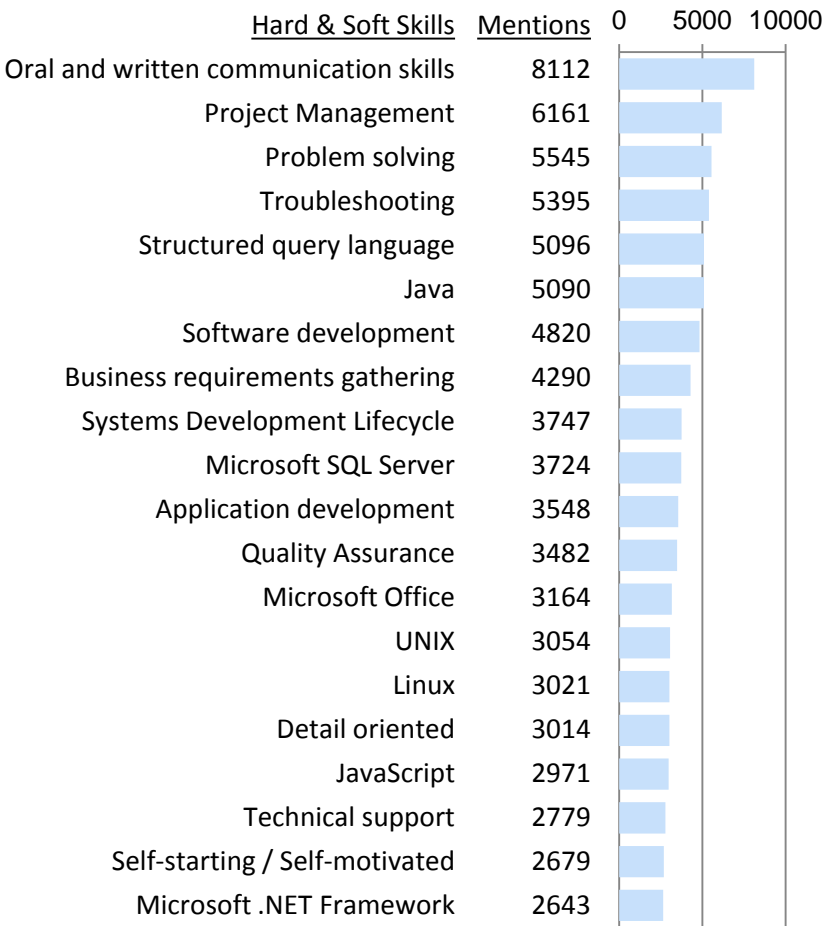
When you show up at the meeting, they ask you what skills they should focus on developing in their graduates if they want to target skills that will be useful in a wide variety of IT roles. They also want to know what certifications are most valuable

You know your answers to these questions, but the institution generates the following report to show that you are not the only one looking for these skills and certifications

Although some IT-related roles require certifications, most job postings focus on specific hard & soft skills

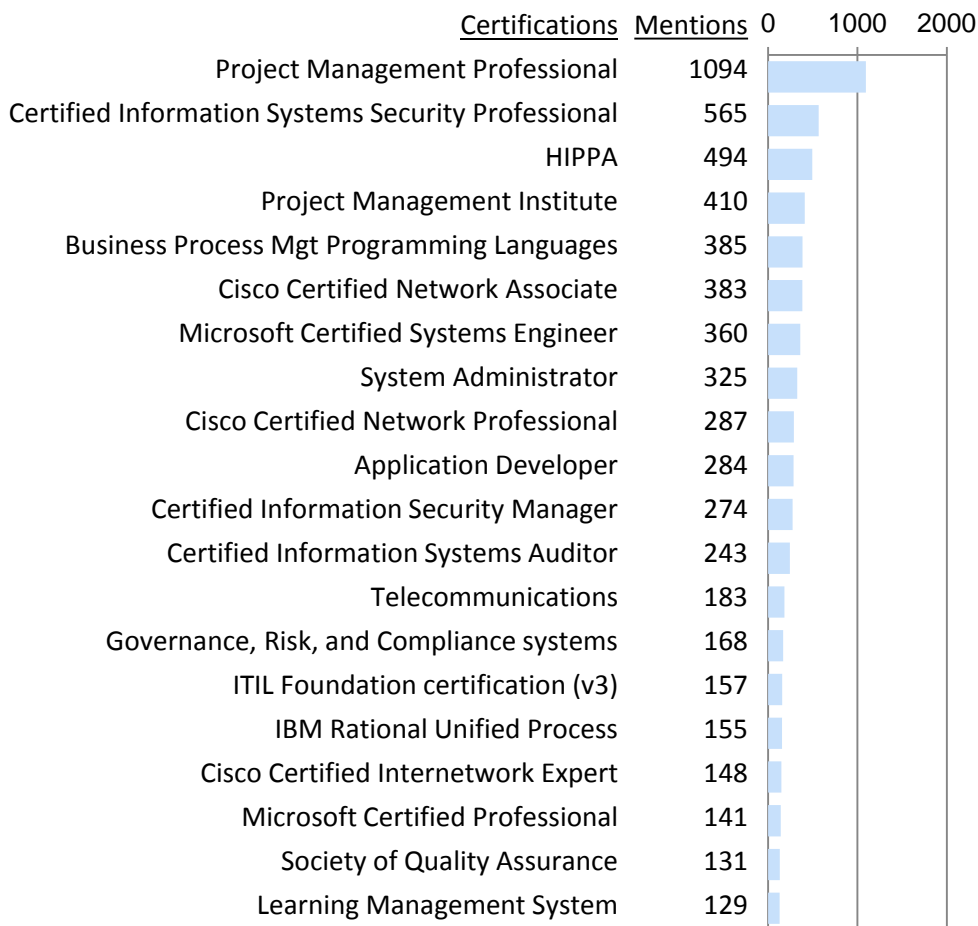
Top 20 skills for IT-related roles in Minnesota

of times skill mentioned in job posting



Top 20 certifications for IT-related roles in Minnesota

of times certification mentioned in job posting



Situation # 3

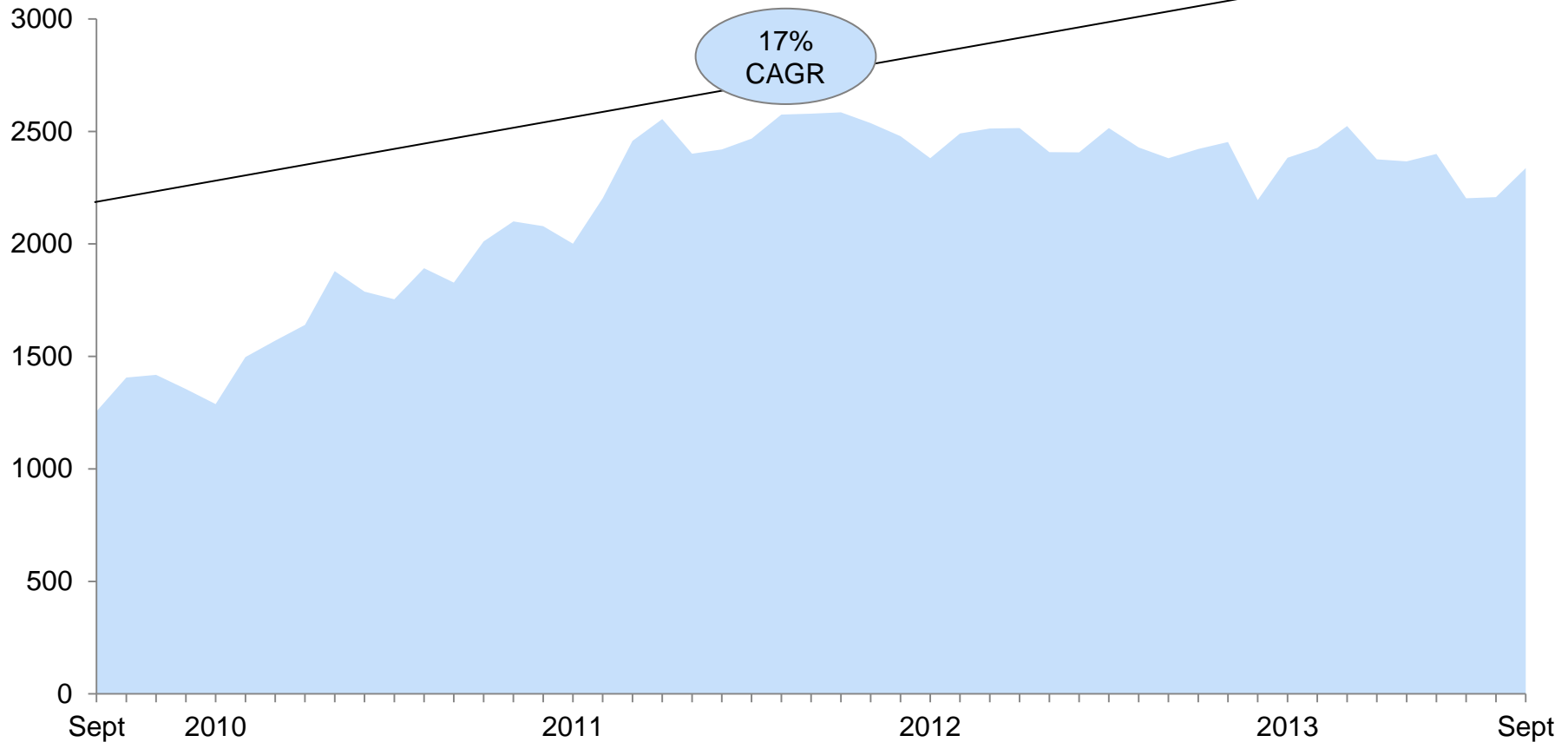
During the meeting, they are really interested in the computer systems analyst role since there's so much demand, however, they want to make sure this year's demand isn't an anomaly

Luckily, since you're part of an Itasca pilot, you have access to this information to add to the discussion...

The number of job postings for computer systems analysts in Minnesota has grown by almost 17% per year for the last four years

Total monthly postings for computer systems analysts

Number of unique online job postings between 7/5/2013 and 11/3/2013



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In order to ensure sustainability and momentum of this effort, a unique “anchor” organization is required to take the torch from our team

PRELIMINARY

Overall mission

Provide key Minnesota workforce stakeholders with the data, analytical tools, and support they need to ensure the human capital available in Minnesota meets the foundational and technical skills expected by employers today and in the years ahead

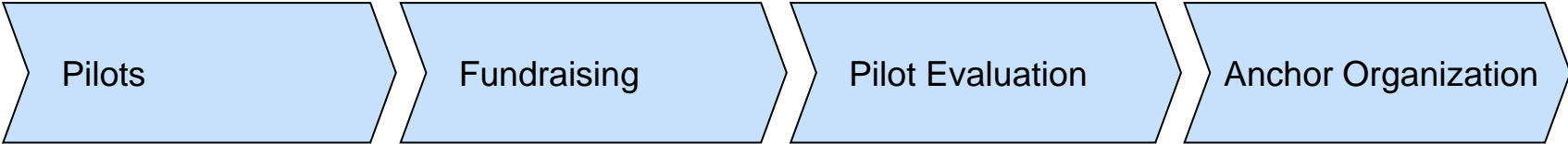
Potential focus areas

- Continually assess and prioritize stakeholder needs and evolving local, regional, and national workforce trends
- Identify, test, and share best practice data use and analytical tools
- Work with stakeholders to develop new data and tools as necessary
- Identify policies and practices that would improve workforce alignment
- Develop metrics to assess progress on workforce alignment

Stakeholders

- Employers of all sizes and all sectors
- Government agencies (DEED, etc.)
- Higher Education Providers (Deans, Chancellors, Professors & other academic leaders)
- High School Education Providers
- Career Counselors (K-12, College, Nonprofit, and Workforce Center counselors)
- Students (High school, college, and adult basic education students)
- Job Seekers (Unemployed, underemployed, displaced, veteran, disabled, and many more)
- Funders (Foundations, nonprofits, private donors, public agencies, for-profit companies)

The work is underway and we will be excited to share with you the results of the pilots



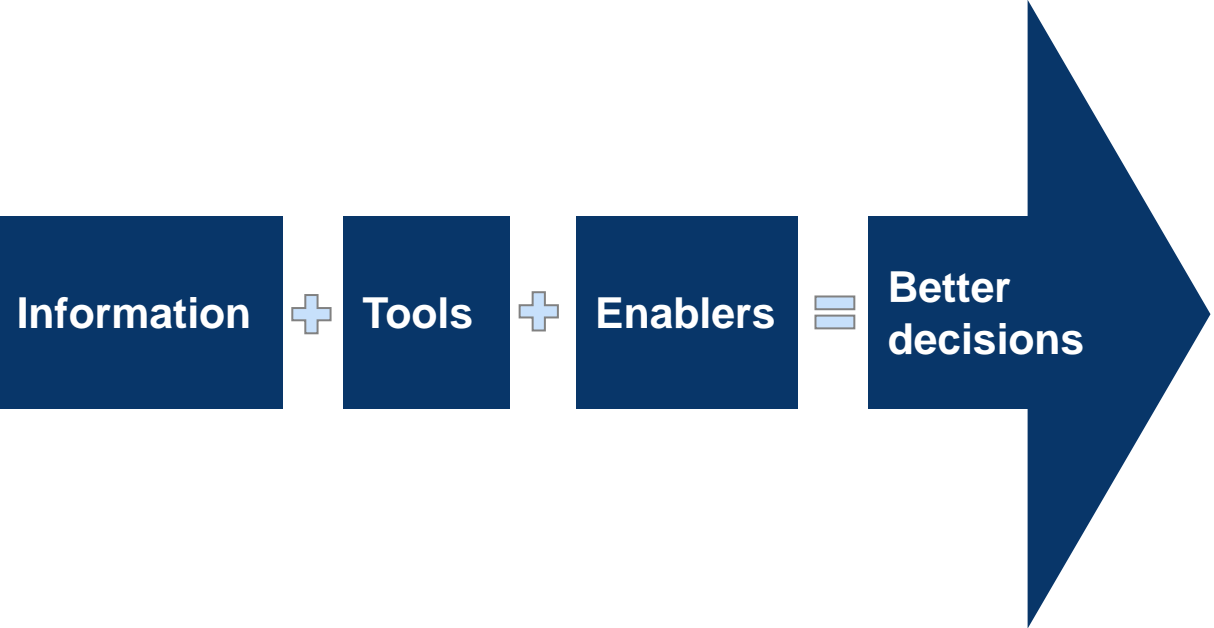
- ✓ Secured pilot participants
- Kick-off pilots – Nov '13-Jan '14
- Pilots completed – May 2014

- ✓ Secured funds for pilots
- Continue discussions with corporate and national foundations

- ✓ Secured external evaluation team
- Mid-term report available – late February 2014
- Final evaluation report completed – June 30, 2014

- Organization design elements completed – December 2013
- Organization identified – late winter 2014
- Organization operational – July 1, 2014

This effort is about ensuring workforce stakeholders have the appropriate information, tools and supporting enablers to make better decisions



Workforce alignment

- The **most effective human capital pipeline** from higher education to employment in the country
- More students on track to educational paths that lead to jobs in high demand
- More efficient deployment of higher education resources
- Reduction in skills gap and in time required to fill job openings
- Faster response time to changes in labor market
- Enhanced business growth